

MENTORING TOOLKIT

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Contents

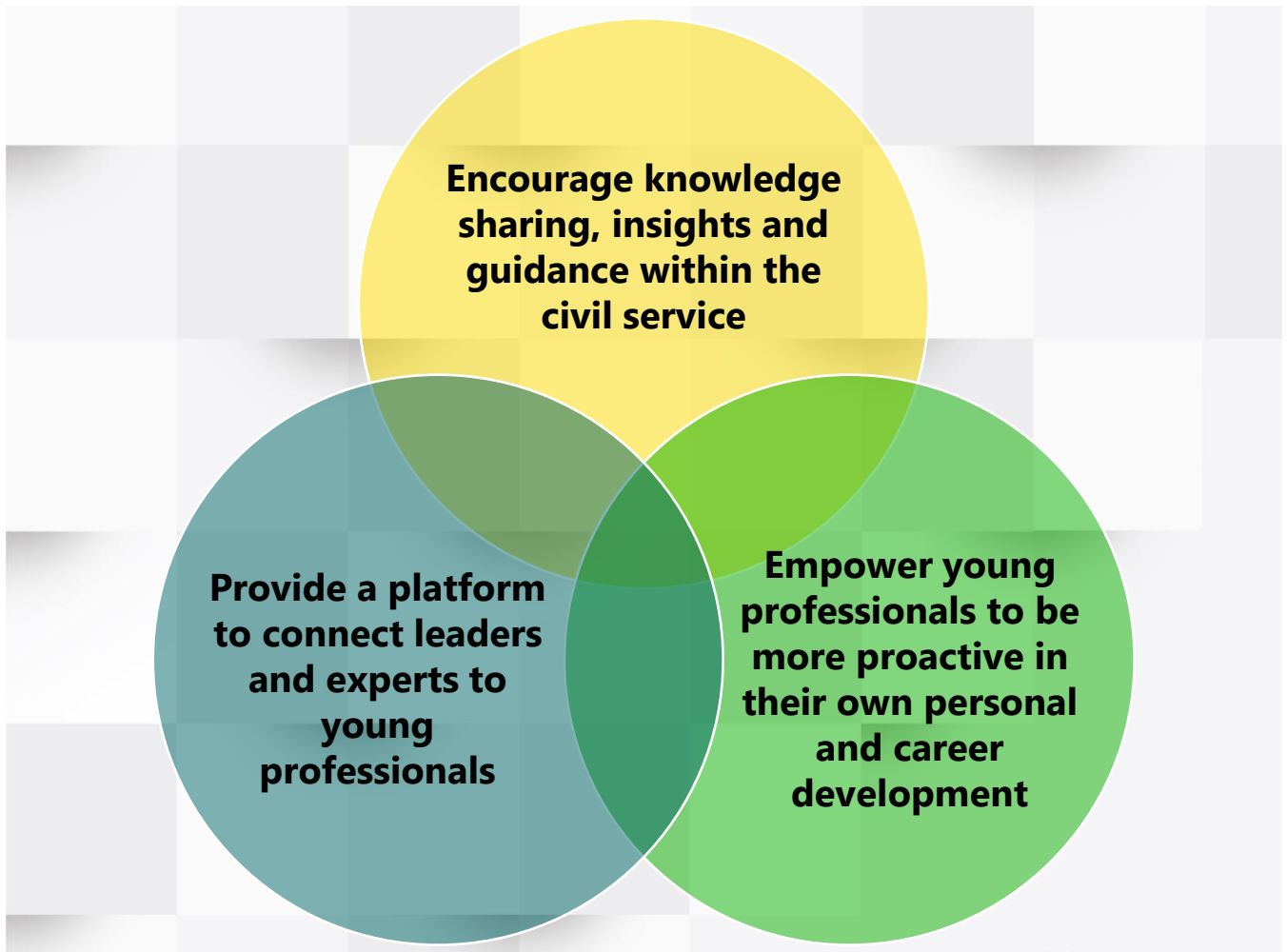
<i>Contents</i>	1
<i>Program Overview</i>	2
<i>Mentoring Purpose</i>	3
<i>Program Structure</i>	4
<i>Roles and Responsibilities</i>	5
<i>Mentoring: 4 Steps Process</i>	7
<i>Milestones</i>	12
<i>Prompt Materials</i>	13
<i>Prompt Questions</i>	15
<i>Tips for Mentors and Mentees</i>	18
<i>Concluding the Role of Mentoring and Evaluation</i>	19

Mentoring is...

- ✚ a **partnership** between Mentee and Mentor – providing both with opportunities to share talents, skills, experience and expertise.
- ✚ a **comprehensive approach** to personal and professional development.
- ✚ an **investment** of time and energy from both Mentor and Mentee.
- ✚ Mentoring **explores** beyond the parameters of Mentee's current job and contributions towards exploring the capabilities needed for future opportunities, guided by a Mentor.
- ✚ Mentoring benefits the organizations by **supporting Succession Planning, knowledge management** and most importantly, **leadership development**.



Mentoring Purpose



Program Structure

Mentee	Mentor	Public Service Department
<p>Driver of the relationship</p> <ul style="list-style-type: none"> ❖ Identify skills, knowledge and / or goals that you want to achieve and communicate to your mentor <p>Development partner</p> <ul style="list-style-type: none"> ❖ Maintain a mentoring plan and work with your mentor to clarify professional goals and identify strength that will promote the achievement of those goals and overcoming areas that may be obstacles. <p>Continuous learner</p> <ul style="list-style-type: none"> ❖ Work with mentor to seek resources for learning, identify people and information that might be helpful 	<p>Navigator of the relationship</p> <ul style="list-style-type: none"> ❖ To understand the mentee’s goals and to uncover key learning opportunities that support those goals. <p>Advisor</p> <ul style="list-style-type: none"> ❖ Share experience, insights and feedback that will guide mentee in the achievement of his or her learning objectives. <p>Source of encouragement / support</p> <ul style="list-style-type: none"> ❖ Act as a sounding board for ideas and concerns ❖ Whenever appropriate, play the devil’s advocate to help mentee think through important decisions and strategies 	<p>Facilitator</p> <ul style="list-style-type: none"> ❖ JPA’s role is to provide tools and resources to facilitate and support mentoring partnerships.

Roles and Responsibilities

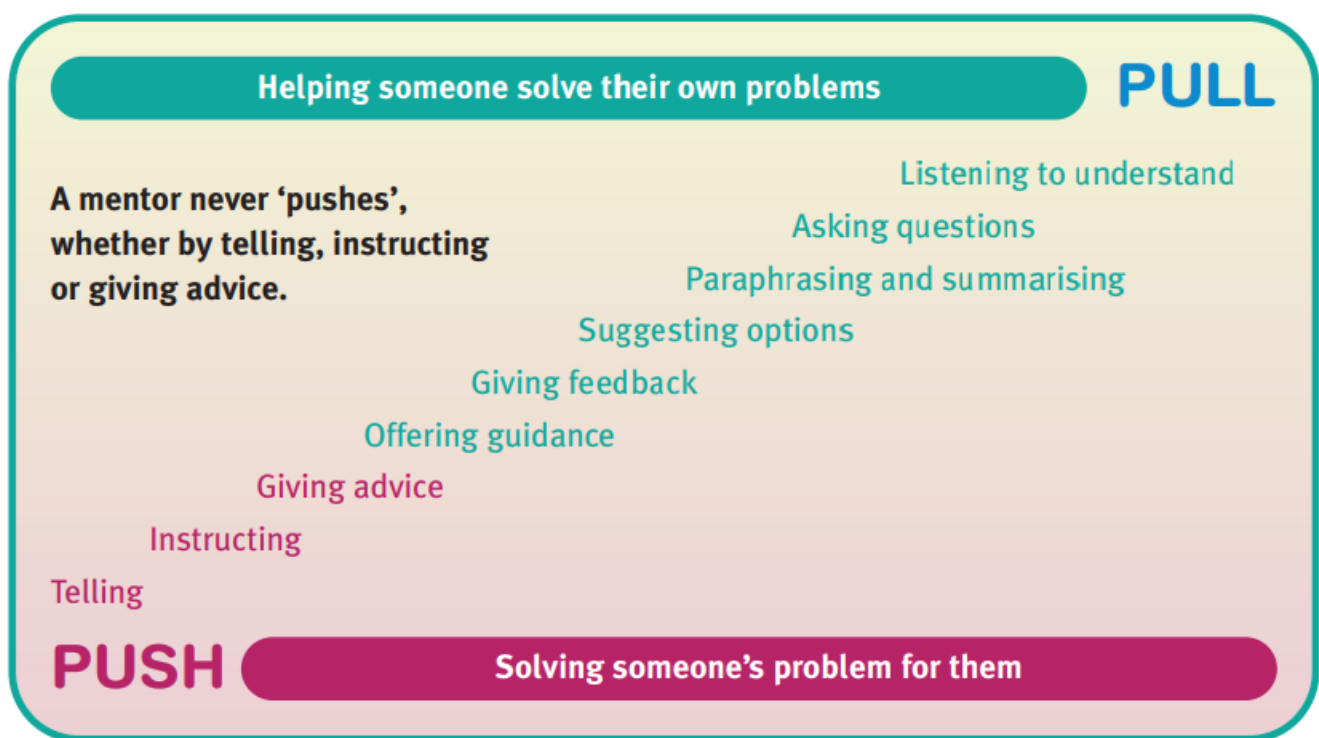
MENTOR

- ∞ Serve as a **positive role model**.
- ∞ Share **experience, insights and feedback** that will guide the mentee in the achievement of his or her learning objectives.
- ∞ Encourage the mentee to find their own solutions and use listening and questioning skills to stimulate new thinking.
- ∞ Help mentee in identifying and defining professional development goals that are **Specific, Measurable, Attainable, Realistic and Timely (SMART)**.
- ∞ **Assist** mentee in navigating through work-related challenges.

MENTEE

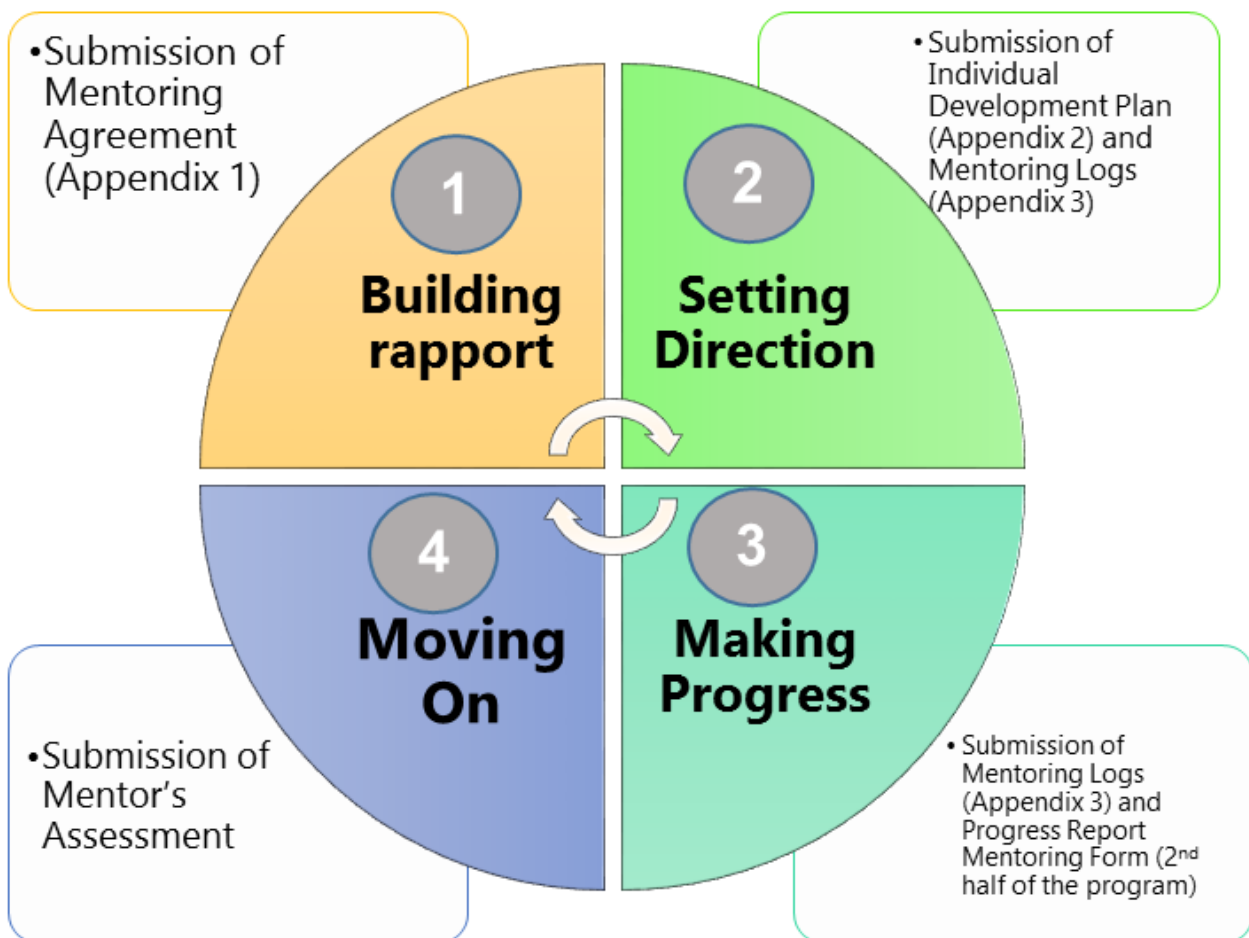
- ∞ **Devote time** to clarify professional goals and identify strength that will promote the achievement of those goals and development areas that may be obstacles.
- ∞ **Identify and define** professional development goals that are **Specific, Measurable, Attainable, Realistic and Timely (SMART)**.
- ∞ **Be transparent and willing** to share work-related experiences, challenges and goals.
- ∞ Be willing to accept **constructive feedback**.
- ∞ **Complete** goals in the agreed upon time-frame.

Mentors 'pull' – they don't push



Mentoring: 4 Steps Process

Mentoring Four Steps process outlines the phases in which the mentoring partnership may take place. Mentors and mentees may allocate specific time to go through activities but not necessarily so. As a guide, the first few sessions should be spent on building rapport and setting direction. Midway through the program, the mentor would then measure mentee's progress against his/her individual plan, this will help in overall assessment of mentee's progress at the end of mentoring program.



1

Building rapport

**JUPA's expectations:
Submission of Mentoring Agreement
(Appendix 1)**

Building rapport
Suggested Activities:

Discuss your expectations of one another.

Establish ground rules.

Share your current resume to create a foundation of what you have done, where you would like to go.

Talk about mentors or role models each of you have had in the past and how they impacted your life or career.

Brainstorm unique upcoming opportunities for skills development.

Agree on how to monitor the progress and how long you are expecting the relationship to last.

JUPA's expectation: Submission of Individual Development Plan (Appendix 2) and Mentoring Logs (Appendix 3)

2

Setting Direction

Set up clear goals, milestones and direction. Make sure each goal is SMART
(Specific, Measurable, Attainable, Realistic, Timely)

Clarify the situation:

- What is the mentee's current situation?
- What is their vision, aim?
- What are the barriers that could get in the way?

Explore mentee's situation:

- What does the individual bring to the situation, their strengths and weaknesses?
- What supporting 'evidence' is there which the mentee can offer, views of others, performance reports?
- What is the context, what is happening around the mentee? What are the issues in the mentee's team?

3

Making Progress

JUPA's expectations:

- **Submission of Mentoring Logs (Appendix 3)**
- **Submission of Progress Report Mentoring Form (2nd half of the program)**

Verify progress against plan

Explore barriers/set-backs
alternative courses of action

Review the progress made
versus the expectations and
deliverables set out in the
beginning of the partnership.

Agree how you give each other
feedback if the relationship is
working and what could be
improved

Deliver constructive feedback
and be open to differences of
opinion.

JUPA's expectation: Submission of Mentor's Assessment

4

**Moving
On**

Did you achieve all the goals set for the mentoring relationship?

Discuss when and why the partnership should come to an end

Can mentee now tackle most situations confidently without the mentor's help?

Has the mentee reached self sufficiency?

Milestones

Mentees and Mentors are encouraged to reach out to program organizer should there be any issues or difficulties encountered during the course of the mentoring program.



To ensure the success of this program, the program organizer prepares a few documents to check-in with mentee to be submitted after each mentoring session:

Session 1	Goal Setting
Session 2	Mentee to email a copy of Mentoring Agreement (Appendix 1)
Session 3	Mentee to email a copy of Individual Development Plan (Appendix 2)
Session 4	Mentoring Sessions
Session 5	
Session 6	Mentee to submit a copy of Mentoring Logs (Appendix 3)
September	Final Evaluation Form to be emailed to mentors and mentees

Prompt Materials

The table below is a generic approach which may help establish issues and priorities in your development plan. This list is by no means exhaustive, mentors and mentees are encouraged to expand beyond the activities.

Career Direction



01

Share a difficult decision you made recently and discuss what inputs you considered when making the decision and its outcome. Ask your mentor what he/she might have done differently.



02

Ask your mentee to create a vision for where he/she wants to be in five, ten and/or fifteen years



03

Ask your mentee about his current career goals. Talk about your own career goals and how they have evolved over time



04

Share a life experience that had a significant impact on your career trajectory.



05

Describe the most challenging moment in your career and how you handled it.

Skill Development



01 Ask your mentee to chair a meeting to develop facilitating skills, negotiation skills etc. Discuss insights and takeaway.



02 Help your mentee develop an “elevator pitch.” What information should he convey in a brief conversation?



03 Invite your mentee to shadow you or others in your workplace for a partial or full day.



04 Give your mentee a clear, objective feedback regarding his/her attitude, presence and other skills, then offer suggestions on how he/she can improve on them.



05 Talk about the types of people you find most difficult to work with and discuss strategies for more effective interactions with them.

Knowledge Sharing



01 Look up suitable online courses and discuss key takeaways



02 Identify an article or book that you feel would be beneficial for your mentee to read. Plan a time to discuss the reading at an upcoming meeting.



03 Discuss an article or book that have impacted your personal or professional life

Prompt Questions

Here are sample questions to kick start your mentoring partnership. You may use this as one of your planned mentoring activities.

Values and Vision

- ∞ What have been the greatest achievements on your life journey and how did you attain them?
- ∞ What turns have you taken on your journey that you did not expect to take?
- ∞ What would you like your life to be like in five years?
- ∞ What five values –in order—are most important to you?
- ∞ Who are your most inspiring role models and what values do they have?
- ∞ How can you best be of service to others?
- ∞ What legacy would you like to leave?
- ∞ What is one thing you could stop doing, or start doing, or do differently starting today that would most improve the quality of your life?

Goals and Action

- ∞ What important goal in your life would you like to give more attention to?
- ∞ What is it that makes that goal important to you?
- ∞ What do you need to do to achieve your life goals?
- ∞ What challenges are you facing right now at work?
- ∞ What are your current work goals?
- ∞ How do you measure your goals?
- ∞ What is the most difficult goal for you to accomplish at work?
- ∞ What are you currently doing to overcome this difficulty?
- ∞ What would you attempt to do, if you knew you could not fail?
- ∞ What is the worst thing that could happen if you attempted that thing –and failed?
- ∞ What work goals would you like to achieve in the next three to six months?
- ∞ What is attractive about these goals?
- ∞ How realistic are the goals?
- ∞ What resources are needed to help you achieve your goals?
- ∞ What kind of time line needs to be established to help with your goals?

Life and Learning

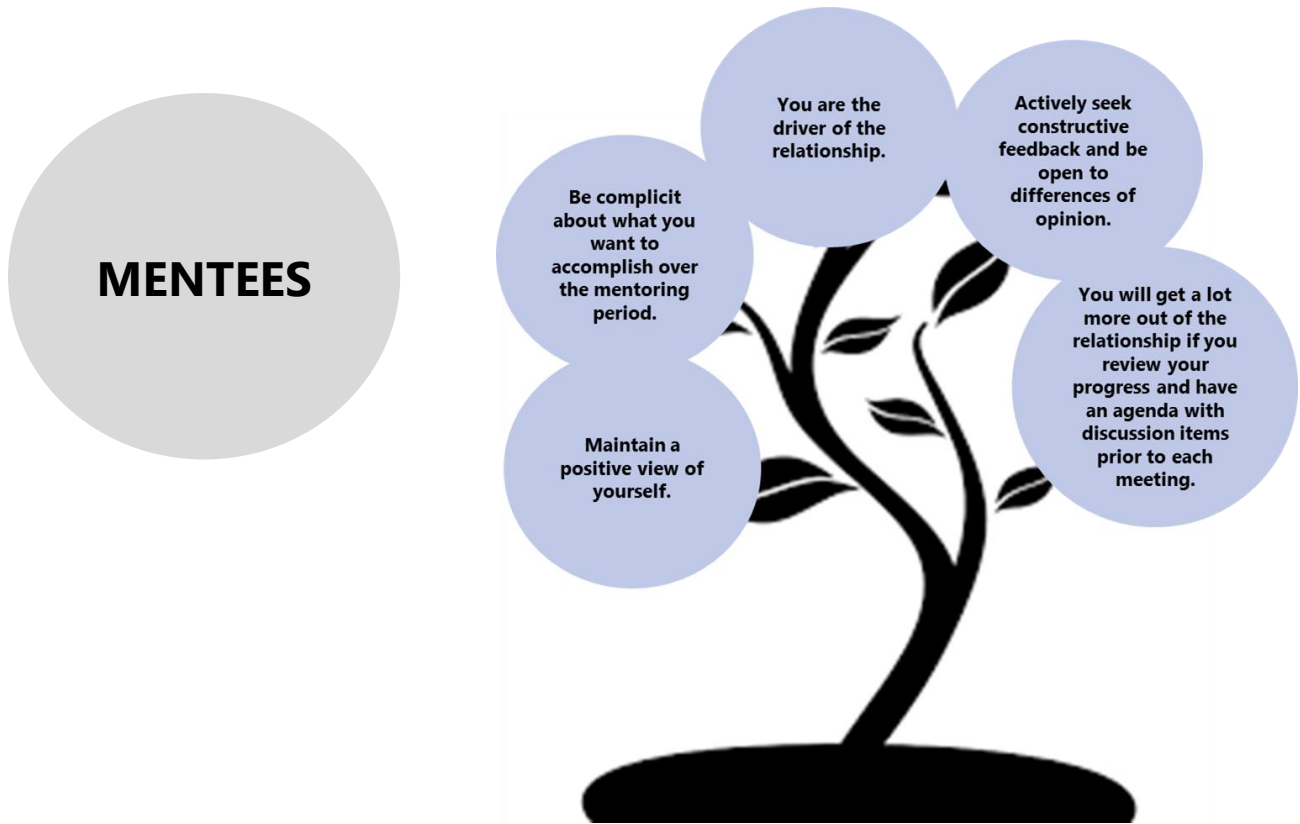
- ∞ What ethical principles govern your decision-making?
- ∞ When have you failed at something that was important to you and what was the experience like?
- ∞ What have you learned from your own mistakes, failures or disappointments?
- ∞ How can you become more creative or innovative in your work?
- ∞ When have you taken risks at work and what happened?
- ∞ What role does learning play in your life?
- ∞ What has been the most difficult lesson you have had to learn?

- ∞ When you are trying to learn something new, how do you typically go about it and how does that work for you?

Relationships and Change

- ∞ What are three rules you have—or would like to have—for relating with your colleagues?
- ∞ When you are in conflict with another person, how do you typically go about resolving it and how successful are you in fully resolving it?
- ∞ What experience have you had standing up for someone even though you didn't agree with him or her?
- ∞ What are your most important work relationships and how can you improve them?
- ∞ If you were communicating the best that you could, what would they be doing differently?
- ∞ What can you do in your organization to remove, reduce, or eliminate negative or toxic forces?
- ∞ What metaphor would you use to describe how you respond to change?
- ∞ What is your most satisfying experience of being involved in a change process?
- ∞ How do you go about managing resistance to changes you are trying to implement?
- ∞ What would be your three principles for effective change?

Tips for Mentors and Mentees



Concluding the Role of Mentoring and Evaluation

AT MID-YEAR POINT OF THE PROGRAM:-

- ∞ Mentors and mentees will complete a mid-term evaluation form.
- ∞ Further action to enhance the mentoring program will be taken upon evaluation if necessary.

AT END OF THE MENTORING PROGRAM:

- ∞ Sharing / discussion session among mentors and mentees on the progress, and lessons learned. This will serve as feedback on program implementation and procedures to ensure that the program remains effective.

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